



What Can the Early Childhood Field Learn from Leading Advocacy Initiatives?

Lessons from Global Advocacy Partnerships and National Early Childhood Campaigns

Executive Summary

Despite progress in recent years, the global early childhood community faces challenges in mobilizing resources and effecting policy change. There is room to learn from successful advocacy efforts at the national level and in other fields, such as health and nutrition. The authors of this study conducted a desk review of 21 national and global campaigns and partnerships (see annex), selecting six for more in-depth case studies to identify key advocacy lessons for the field of early childhood development.

Two case studies examine early childhood campaigns at the national level. Pre-K Now, a targeted 10-year campaign run by Pew Charitable Trusts, worked to advance high-quality pre-kindergarten (Pre-K) for 3- and 4-year olds across the United States. Pew focused efforts locally by providing financial and technical support to organizations in more than 30 states, partnered with non-traditional stakeholders, and strategically invested in communication and research. The Mother Child Education Foundation (AÇEV) led the 7 is Too Late campaign in Turkey to increase public awareness of and government response toward early childhood education (ECE), focusing on increasing access before advocating for improved quality of pre-primary. AÇEV targeted decision makers with clear and specific asks, and maintained

momentum by continuously releasing research and news stories.

Four case studies focus on global partnerships in the allied fields of health and nutrition. The Scaling Up Nutrition (SUN) Movement includes more than 55 member countries (as of July 2015) working to scale up specific evidence-based nutrition interventions and implement nutrition-sensitive strategies at the national and sub-national levels. SUN organizes a variety of stakeholders – government officials, international organizations, donors, civil society organizations (CSOs), and the private sector – into 5 networks with distinct tasks. The Partnership for Maternal, Newborn, and Child Health (PMNCH) was established when three leading international women and children's health coalitions came together to align strategies and resources to increase national and international political commitment to maternal, newborn, and child health (MNCH). The partnership, now comprising more than 600 member organizations, supports targeted campaigns and promotes common messages on behalf of the MNCH community. The 1,000 Days partnership mobilizes domestic and international resources to improve nutrition for mothers and their children between pregnancy and age 2. The partnership both targets and partners with donor governments, such as the U.S., to increase global investments. The ACTION Global Health Advocacy Partnership is uniquely made up of 11

independent organizations across the Global South and North. ACTION strategically partners with and targets governments and bilateral and multilateral development agencies to mobilize international and domestic resources and effect policy change around three key areas: vaccines, child nutrition, and the tuberculosis (TB) epidemic.

These six case studies demonstrate a number of important lessons that can help inform advocacy efforts in ECD, including the need to: select a sharp policy for any campaign, partner with diverse and non-traditional stakeholders and champions to carry the message, make evidence accessible to mobilize resources and track progress, promote a common narrative or agreed technical approach, emphasize country-level engagement, and center any partnership in the Global South. To advance advocacy, ECD actors should consider: introducing a campaign or partnership alongside a key global moment, such as the launch of the Sustainable Development Goals (SDGs); building on existing national efforts; and engaging champions, non-traditional stakeholders, and experienced advocates.

Introduction

The early childhood development (ECD) community is fragmented, complicating global efforts to mobilize resources and influence policy. In recent years, allied fields such as health and nutrition have demonstrated more coordinated and influential advocacy efforts in the form of campaigns,¹ coalitions,² and other global partnerships. At the country level there are also examples of effective campaigns in early childhood education. There is much to be learned from these successful initiatives about both the opportunities and challenges of aligning and advocating for a specific cause. This brief highlights six case studies that can inform the international ECD community on how other sectors have approached global advocacy, as well as how specific ECD campaigns achieved national impact. Each case study highlights important lessons for any new advocacy effort:

National Campaigns in Early Childhood	
Pre-K Now	This preschool campaign in the US has many lessons for other countries looking to tackle a narrow issue – preschool for 3- and 4-year olds – within the broader early childhood field and successfully engage non-traditional stakeholders as advocates.
7 is too Late	Turkey’s national campaign illustrates how a committed advocacy movement with clear and specific asks can raise public awareness around the importance of ECE and influence governments to increase access to preschool.
Global Advocacy Partnerships in Allied Fields	
Scaling Up Nutrition (SUN) Movement	The nutrition community’s successful movement can serve as an example on how global and national actors previously working in silos can come together to focus multi-sector advocacy and action to improve outcomes at the country level.
Partnership for Maternal, Newborn, & Child Health (PMNCH)	This ten-year global partnership exemplifies how diverse stakeholders can come together to build consensus on the best evidence for solving an issue in low-resource settings and make that evidence accessible to national governments and national and international partners.
1,000 Days	The partnership’s success in communication is useful for those struggling to make their message relevant and accessible to different audiences. 1,000 Days also demonstrates how to simultaneously target and partner with donor governments.
ACTION Global Health Advocacy Partnership	This global partnership’s unique makeup between actors from both donor countries and nations facing high burdens of TB and child undernutrition is informative for creating a truly global, inclusive movement to improve policies and investments in child health and nutrition.

¹ Campaigns are defined as “organised actions around a specific issue seeking to bring about changes in the policy and behaviours of institutions and/or specific public groups...the mobilising of forces by organisations and individuals to influence others in order to effect an identified and desired social, economic, environmental or political change” (Knowhow Nonprofit, n.d.).

² Coalitions are defined as “groups of people or organizations working together to pursue a single goal. Coalitions often have a more formalized structure with the members making a long-term commitment to share responsibilities and resources” (Pact Tanzania, n.d.).

Methodology

Twenty-one national and global advocacy initiatives were identified that could provide lessons on effective convening and advocacy mechanisms. These include campaigns and partnerships in the ECD sector as well as in allied fields, such as health, nutrition, education, and social protection. A desk review for each initiative compiled information around overall mission, geographic reach, governance and structure, and advocacy approach. The information gathered reveals rich diversity in the models, approaches, and tactics used to change behavior and policy (see annex for more information and a full list of the advocacy initiatives reviewed).

Six of these advocacy initiatives were selected for further analysis because of their potential to inform advocacy initiatives in the global ECD field. Two national early childhood campaigns, for example, demonstrate varied country-level approaches to raising public awareness, advocating for policy reform, leveraging increased investments, and homing in on a more targeted issue within ECD. A number of the strategies employed by these campaigns can be adapted for other country-level efforts. Four global advocacy coalitions and partnerships were chosen based on their global reach, demonstrated achievements, and the diversity of their constituencies. Most of these selected partnerships focus on multi-sectoral issues, such as nutrition, which can be informative for the similarly multi-sectoral and complex field of ECD. For these six case studies, phone and in-person interviews were conducted to supplement desk research with individual opinions and recommendations.

The following sections provide a more detailed overview of each of these six advocacy efforts. Then, main takeaways and considerations for the ECD field are discussed. An annex outlines a selection of other advocacy efforts reviewed.

Early Childhood National Campaigns

Pre-K Now

(United States, 2001 – 2011)

Pre-K Now campaign helped double annual state funding for pre-kindergarten (Pre-K) to US\$5.1 billion in 2012. Enrollment in state Pre-K programs grew by some 450,000 children, reaching more than 1 million nationwide. Six states and the District of Columbia passed legislation promising pre-kindergarten for all 4-year olds, with some additionally serving 3-year olds, and three states created new Pre-K pilot programs. From 2002 to 2010, the number of states meeting eight or more of the National Institute for Early Education Research's (NIEER) 10 quality benchmarks grew from five to 23 and the District of Columbia. The Pew Charitable Trusts invested more than \$104 million in the campaign.

In 2001, The Pew Charitable Trusts launched a 10-year campaign to advance high-quality pre-kindergarten (Pre-K) for all 3- and 4-year olds by targeting state and federal policies across the United States. Pre-K Now was designed to operate at the state level, with Pew serving as a national hub and providing key funding for several aspects of the new initiative. For Susan Urahn, Executive Vice President at The Pew Charitable Trusts, Pew being a newcomer in early childhood was an advantage for the campaign, rather than a setback. The organization was able to bring new thinking to the space and leverage its own reputation and credibility. "We are nonpartisan, we only speak when the research says so, and we know how to ... move policy," said Urahn.³

³ All quotations included in this brief are from individual interviews conducted by Results for Development Institute (R4D) from May through June 2015.

Select a sharp policy focus that is ripe for movement

Pre-K was an area apt for investment: evidence demonstrating the importance of early brain development and its long-term effects on education was growing steadily, actors in the early childhood field had spent years advocating for increased childcare funding, and three states were developing universal Pre-K programs for 4-year olds. Despite a number of advocates looking to advance a holistic approach to early childhood development, Pew chose to “home in tightly” and focus the campaign on a narrower issue: high-quality education for the two years preceding kindergarten. “You have to meet policymakers where they are,” said Urahn of the strategic decision. Eventually, broader advocates began to join the campaign’s efforts, as they recognized Pew’s ability to advance the agenda.

“You have to meet policymakers where they are.”

Susan Urahn
Executive Vice President, The Pew Charitable Trusts

Partner with local organizations and non-traditional stakeholders

While Pre-K Now operated nationally, the campaign focused advocacy efforts in more than 30 states by providing financial and technical support to local organizations to run state-level campaigns. This structure kept the issue on the national policy agenda while using states to demonstrate potential models for success. The campaign formed dozens of national and local strategic partnerships. In addition to traditional stakeholders – academics, policymakers, education actors – Pew partnered with “strange bedfellows” to advocate across the political spectrum. Some of these non-traditional stakeholders included law enforcement, businesses, the faith-based community, pediatricians, and the military.

Invest in research and disseminate it in an easy, digestible way for decision-makers

Strategic communication and research were key to operating an effective campaign by supplying timely and accessible data – through publications, media appearances, editorials, national webinars, and social media – to present to key decision makers. Pew additionally educated the media, “to help them understand the research and the role that Pre-K plays in education reform,” said Urahn. To strengthen the evidence base around Pre-K and “bring research into advocacy efforts,” according to Urahn, Pew funded the formation of the National Institute for Early Education Research (NIEER) at Rutgers University. NIEER developed 10 quality benchmarks to evaluate and track state Pre-K programs, and continues to publish the *State Preschool Yearbook*, a highly-anticipated annual report that tracks state Pre-K programs.

7 is Too Late

(Turkey, 2005-2012)

Turkey’s national 7 is Too Late campaign exposed 40 million people to media coverage on the importance of ECE and leveraged more than US\$2 million of media support. The country saw increased political commitment, with more ECE dialogue from high-level politicians and senior education officials. In 2011, the Ministry of Education made preschool education mandatory and universally accessible in 57 of 81 provinces. Preschool enrollment for 4-6 year olds more than doubled, from 19% enrollment in 2005 to 67% in 2012.

In 2005, when less than one in five children were enrolled in ECE services in Turkey, the Mother Child Education Foundation (AÇEV) launched the “7 is Too Late” campaign to raise public awareness and government response around the importance of ECE. According to the campaign’s leader and CEO

of AÇEV, Ayla Göksel, 7 is Too Late was able to gain traction thanks to a favorable period of policy reform in Turkey. Göksel attributed the success of the campaign to not only the science and hard work of her team but also to the fact that “there was an encouraging and enabling environment to tap into.”

Be strategic in focus and approach

In designing the campaign, AÇEV decided to focus initially on a specific objective: increased access to preprimary. Göksel shared that some people in the early childhood community in Turkey did not want to break up early learning and broader ECD. She noted that this debate was similar to discussions around holistic ECD versus focused early learning discussions taking place within the international early childhood community. As they faced some skeptics to the Turkish campaign’s focus, the AÇEV team sought “compromised consensus,” making the strategic decision with the finite amount of resources available. They took a phased approach, explained Göksel, whereby they started with a focused goal of preprimary access. After 5 years, once access had dramatically improved, the team started to expand its focus to quality. And now, ten years later, AÇEV is planning to re-vitalize the campaign to focus on the first 6 years of childhood. The new campaign will target parents and focus on the importance of early years.

Partner with variety of players and target decision-makers with clear and specific asks

Since its founding in 1993, AÇEV had been an active and well-recognized organization in Turkey with a successful track record in early childhood efforts. With an already well-established reputation, the foundation successfully partnered with a varied of players in the 7 is Too Late campaign. The campaign was directed towards a range of target groups with specific communication and advocacy strategies for each (including general public, private sector, ministry of education, local government, journalists, parents, etc.). According to Göksel, while

engaging with multiple stakeholders is important in national campaigns, it is most essential to: (a) identify who the decision-makers are, (b) know what kind of information they need, and (c) directly lobby to them. She explained, “At the end of the day, if you haven’t converted those who are making the decisions, you are losing out.”

“Changing mindsets is a long-term undertaking.”

Ayla Göksel
CEO, AÇEV

Maintain momentum with persistent advocacy efforts, adequate human resources

Göksel shared that “Changing mindsets is a long-term undertaking.” While it may be possible to see short-term gains within a couple of years, changing national policy requires a long-term plan with resources to support it. This also requires continued momentum, which can be difficult, as media and public easily lose interest. In Turkey, there was a need to constantly find new pieces of news and release recent research and information. Göksel pointed out that gathering and delivering newsworthy information is time-consuming, advising that effective campaigns need to be adequately resourced with the right team of content and communications specialists to gather and package information and continually engage with the public and media.

Global Advocacy Partnerships In Allied Fields

The SUN Movement

(Global, 2010 – present)

For the past five years, SUN countries have been working to scale up specific nutrition interventions and nutrition-sensitive strategies through strengthened political commitment and accountability. Governments and national partners have committed to prioritizing nutritional outcomes in 55 countries. SUN Countries are securing stronger political leadership, increased investments, and more alignment in multi-sector approaches to end all forms of malnutrition. The SUN Secretariat's annual budget for 2014 was approximately US\$4.9 million.

In 2010, a multi-stakeholder group launched the Scaling up Nutrition (SUN) Movement in order to strengthen political commitment and accountability to eliminate hunger and malnutrition. Starting with four countries in 2010, 55 countries have now joined the SUN movement (as of July 2015). In each member country, national leaders work across sectors to prioritize programs and policies to address malnutrition. In 2012, the SUN Movement Lead Group, comprised of high profile figureheads from government, international organizations, donors, CSOs, and the private sector, was established to provide strategic oversight and champion nutrition globally, within their spheres of influence. Stakeholders are organized into five Networks (countries, civil society, business, donors, and UN organizations) with distinct tasks to support

SUN countries achieve nutritional outcomes. For example, the Donor Network brings together multilateral and bilateral development partners and foundations to harmonize donor approaches and commitments to nutrition in each country.

Focus efforts at country level; provide support and track success at global level

SUN is designed as a country-led movement where each country establishes its own national nutrition goals. Countries are encouraged to frame these goals around key interventions proven to be effective. Recognizing that combined effort is more powerful than individual organizations acting alone, the movement brings national nutrition actors together through multi-stakeholder platforms (MSP). MSPs are headed by a high-level Government focal point and can include UN agencies, CSOs, donors, academics, and the private sector. The platforms establish common national (and sometimes sub-national) results frameworks so that diverse stakeholders can plan and align both their actions and results. Each country has its own system for governance and accountability whereby they establish and track progress of their own contextualized plans. At the same time, all SUN countries follow an aligned strategic approach with overarching results around (a) scaling specific evidence-based nutrition interventions and (b) implementing nutrition-sensitive strategies. This streamlined approach allows all SUN stakeholders at a global level to track progress and support achievement of SUN objectives in countries. While SUN countries have achieved commendable success in the past five years, and the approach is truly "country-centered," a 2014 independent evaluation of SUN notes that the movement may not be truly "country-driven."⁴ Efforts continue to be concentrated at the country level, but the evaluation questions whether leadership and participation is balanced between the country and global levels.

⁴ Mokoro Ltd. (2014). *Independent comprehensive evaluation of the Scaling Up Nutrition Movement: Discussion paper – future options for the SUN movement*. Oxford: Mokoro Ltd. Retrieved from: <http://scalingupnutrition.org/resources-archive/independent-comprehensive-evaluation>

Promote a common voice in countries

“Be consistent. Speak with one voice,” explained Edwyn Shiell, Policy and Strategy Advisor for Advocacy and Communication at the SUN Secretariat, who emphasized that consistent communication is key for pushing a joint agenda forward. The SUN movement has brought consistency to how the nutrition community talks about nutrition, at both global and national levels. Comprehensive strategies for social mobilisation, advocacy and communication (SMAC) have been established in 11 SUN Movement countries. Parliamentarians have been actively advocating for scaling up nutrition (including setting up networks with specific advocacy objectives) in 16 countries, with plans underway in nine more. Country-specific advocacy tools have been developed within 15 countries to raise senior decision makers’ awareness about nutrition. Common narratives, indicator dashboards and nutrition situation analysis presentations have been created at national and decentralized levels in 13 UN Renewed Efforts Against Child Hunger (REACH) countries.

*“Be consistent.
Speak with one voice.”*

Edwyn Shiell
Policy & Strategy Advisor-Advocacy and
Communication, SUN Secretariat

Design evidence-based and practical advocacy efforts contextualized to each country

Given that nutrition is a highly technical issue that is often difficult for policymakers to grasp, well-designed advocacy and communication has been one of the SUN movement’s key contributions. In the past, the role of communication was not prioritized in the nutrition sector’s work, where there was a focus on the technical evidence, but not necessarily communicating this to the layperson. For Shiell, the SUN movement has made

progress by carefully packaging the evidence. The movement “communicates nutrition as a human issue with human principles,” Shiell said.

Advocacy efforts in each SUN country vary, as they depend on the existing nutrition policy environment and involvement and capacity of national stakeholders. Civil society often plays an important role in advocating within the national context and mobilizing communities. The SUN Civil Society Network – comprising 2,099 organizations that engage through 34 national civil society alliances – fosters a genuine citizen-led movement for transforming nutrition. For example, in Peru, civil society successfully engaged with presidential candidates with 10 specific recommendations for the first 100 days in office to reduce child malnutrition. All candidates signed a pledge to commit to reduce malnutrition if elected and, when the President was elected, he endorsed a national nutrition strategy.

Build national capacity with global communities of practice

With support from the SUN Secretariat and guidance from the SUN Lead Group, the SUN Movement supports countries by building capacity. Providing meaningful support to individual SUN countries that are at different stages can be challenging. In 2014, the SUN Secretariat established four thematic Communities of Practice (CoP) (including (a) *Planning, Costing, Implementing and Financing Multi-sectoral Actions for Improved Nutrition*; (b) *Social Mobilization, Advocacy and Communication (SMAC) for Scaling up Nutrition*; (c) *Reliable Monitoring of Progress, Evaluation of Outcomes and Demonstration of Nutrition Results*; and (d) *Functional Capacities for Coordinated and Effective Scaling Up Nutrition in actions*) to help countries access specific technical support and share best practices. This new CoP model represents a promising strategy for countries to learn from each other as well as connect with technical experts.

Partnership for Maternal, Newborn, and Child Health – PMNCH

(Global, 2005 – present)

PMNCH's convening power has harmonized core global messages around maternal and child health and increased global visibility and understanding in the field. The partnership has supported focused global campaigns to raise awareness around specific maternal and child health issues. Through global consensus building and advocacy efforts, resources and results in maternal and child health have improved within the last decade. PMNCH is funded by a number of donors and foundations, including the Gates Foundation, the MacArthur Foundation, the World Bank, and the governments of Australia, Canada, Finland, Germany, Italy, Netherlands, Norway, Sweden, UK, and the US. PMNCH's annual budget for 2014 was approximately US\$12.5 million.

Prior to 2005, three leading international women and children's health coalitions (WHO's Partnership for Safe Motherhood and Newborn Health, Save the Children's Healthy Newborn Partnership, and UNICEF's Child Survival Partnership) were pursuing independent efforts to achieve MDGs 4 (reduce child mortality) and 5 (improve maternal health). In conjunction with the WHO's 2005 issuance of the *Make every woman and child count* report, the three coalitions joined forces in Delhi to launch the Partnership for Maternal and Child Health (PMNCH). With "The Delhi Declaration," members from the three partnerships committed to a common goal of working with national leaders and partners to align strategies and resources for increased national and international political commitment to maternal, newborn, and child health.

"PMNCH's role is not just to do advocacy from [a] communications perspective, but also to facilitate answering the question: 'What should be the core messages of the RMNCH community?'"

Vaibhav Gupta
Technical Officer, PMNCH Secretariat

Support specific advocacy campaigns within a broader coalition

PMNCH plays an important convening role around critical maternal and child health issues through its support of targeted campaigns, such as the Every Newborn movement. The Partnership brought together various technical agencies, each with their own evidence and information around newborn health and facilitated agreement around the key information and roadmap for the 2014 *Every Newborn Action Plan* (ENAP). Vaibhav Gupta, Technical Officer at the PMNCH Secretariat, explained, "PMNCH's role is not just to do advocacy from a communications perspective, but also to facilitate answering the question: 'What should be the core messages of the reproductive, maternal, newborn, and child health community?'" After the release of the plan, PMNCH has supported international and national action around ENAP through providing practical advocacy toolkits and resources and hosting a webinar series on country implementation efforts. Within one year of World Health Assembly Endorsement of the ENAP, 15 of 18 countries with the highest newborn mortality rates have taken action following ENAP's direction.

Take advantage of a combined voice, which is more effective than individual voices

Gupta explained that the Partnership's added value is collective effort in the global reproductive, maternal, newborn, and child health (RMNCH) community. With more than 600 member organizations representing academia, donors and foundations, health-care professional associations, multilateral organizations, NGOs, partner countries, and the private sector, PMNCH focuses on strategic areas where combined efforts can do more than individual agencies could do on their own. As Gupta explained, "The central principle of any partnership is looking at an advocacy role where [a] combined voice is much more effective than individual voices."

"Any partnership should have country level engagement from the beginning."

Vaibhav Gupta
Technical Officer, PMNCH Secretariat

Make the best technical knowledge accessible and actionable

The Partnership provides a platform for the RMNCH community to access and share information through the Knowledge Centre, its online portal of RMNCH resources. The easily navigable portal includes resources from more than 1,500 PMNCH members, knowledge partners, and journals. In addition, to promote efficient translation of knowledge into action, PMNCH synthesizes the latest evidence into easily digestible Knowledge Summaries. The peer-reviewed series allows partners to come together on critical issues and highlight core actionable messages for policymakers and program managers. This has

provided an opportunity to not only synthesize and share the latest evidence, but also facilitate consensus on core messages and strategies.

Agree on and package 'what works' in low-resource settings for decision-makers

With a sizeable and diverse community of experts and agencies involved in the RMNCH space, speaking with a collective voice has not always been easy. In 2011, the community achieved an exciting milestone when global consensus was reached on the key evidence-based interventions for maternal, newborn, and child health. PMNCH, in partnership with WHO, Aga Khan University and other experts, released a study that provided an agreed path to guide decision-making in low- and middle-income countries to reduce maternal, newborn, and child mortality.

Create opportunities for country engagement

Gupta emphasizes the importance of supporting country efforts more than placing a burden on them. "Any partnership should have country level engagement from the beginning," Vaibhav said, recommending that starting at the design phase, it is helpful to have champion countries involved. A 2014 independent evaluation underscored PMNCH's success in convening and advocating for the RMNCH cause at a global level and noted that the Partnership's role at the national level could be better clarified.⁵ While the partnership's mandate remains focused at the global level, stakeholders feel that PMNCH offers an opportunity for country actors to come together and coordinate actions. A core theme of the draft 2015 Global Strategy for Women's, Children's and Adolescents' Health is harnessing sustained leadership and resources at the country level.

⁵ WC (2014). *External evaluation of the Partnership for Maternal, Newborn and Child Health: Final Report*. Geneva: PricewaterhouseCoopers. Retrieved from: <http://www.who.int/pmnch/about/strategy/evaluation.pdf>

1,000 Days

(Global, 2010 – present)

The 1,000 Days partnership has served as a driving force to improve coordination in the global nutrition advocacy space. 1,000 Days now boasts more than 80 partners worldwide, including governments, research institutions, civil society organizations (CSOs), and foundations across sectors in donor and target countries. 1,000 Days works alongside the SUN Movement and other key actors by focusing on resources and advocacy. In 2014, the partnership helped launch the first Global Nutrition Report and played an instrumental role in advocating for USAID’s Multi-Sectoral Nutrition Strategy 2014-2025.

In September 2010, U.S. Secretary of State Hillary Clinton and Irish Minister for Foreign Affairs Micheál Martin helped launch the 1,000 Days partnership to improve nutrition for mothers and their children between pregnancy and age two. The launch occurred alongside the UN Secretary General Ban Ki-Moon’s reveal of the Scaling Up Nutrition (SUN) Roadmap and coincided with the UN Summit on the Millennium Development Goals (MDGs). The broad partnership works in coordination to mobilize domestic and international resources to provide mothers and children with necessary vitamins and minerals, promote good nutrition practices, and treat malnourished children.

Re-frame the message according to audience and context

In addition to focusing on what is being said and by whom, it is also important to consider how the message is communicated. 1,000 Days has successfully made research and interventions accessible for audiences, often by simplifying complex information in an infographic. “Sometimes it is about packaging things differently for different audiences in different contexts,” said Sullivan. The partnership divides the 1,000 Day window into three clear stages – pregnancy, infancy, and

toddlerhood – and identifies simple interventions for each. 1,000 Days also cleanly categorizes the three foundations of support for maternal and child nutrition: food, care, and health systems.

“Sometimes it is about packaging things differently for different audiences in different contexts.”

Lucy Martinez Sullivan
Executive Director, 1,000 Days

Use case studies to demonstrate successful scale-up to donors and policymakers

Evidence about the economic benefits of investing in nutrition during this critical time period has been valuable for many policymakers and donors. However, Sullivan also highlighted the need for case studies that demonstrate successful scale-up at the national level. “It’s quite hard to do good advocacy and good resource mobilization without saying, ‘yes, we know that the money invested will yield these results,’” said Sullivan.

Partner with ‘unusual suspects’ to champion the issue; target donor governments

While Secretary Clinton’s role helped to stimulate some of the initial partnerships, 1,000 Days has since worked carefully to maintain interest on the issue. Influential actors who can champion the issue, such as former World Bank president Bob Zoellick, have helped win over policymakers and other decision-makers. Within the United States, 1,000 Days made intentional efforts to collaborate with powerful Republican members of Congress, who may be seen as “unusual suspects” for the movement, according to Sullivan. This strategy has prevented the issue from becoming too closely associated with any one individual or political party.

In the past few years, 1,000 Days has focused its efforts on the U.S. as both a donor and target. Despite significant financial resources, the U.S. performs poorly against some of the six Global Nutrition Targets for 2025 adopted by the World Health Assembly (WHA). Lucy Martinez Sullivan, Executive Director at 1,000 Days, labeled the partnership's strategic role with the U.S. an "inside-outside game." 1,000 Days both advocates to the U.S. government for increased global investments and works closely with Congress and the Administration on domestic nutrition issues.

ACTION Global Health Advocacy Partnership

(Global, 2004 – present)

In the past five years, the ACTION partnership's efforts have helped generate US\$16.5 billion for the Global Fund to Fight, AIDS, TB, and Malaria; \$5 billion for Gavi The Vaccine Alliance; and \$3 billion for nutrition after aiding the launch of the 2013 Nutrition for Growth Summit. ACTION's 2013 expenditure was approximately US\$6.4 million.

What began as an ad-hoc group of different country representatives strategizing over the phone about ways "to get tuberculosis on the map" and scale up funding evolved into a formal, global partnership. After a few years of demonstrated success in mobilizing resources around TB from multilaterals, the ACTION partnership was invited to provide support during GAVI's first replenishment cycle in 2011. ACTION partners later met to rewrite their mission, broadening the focus to target "diseases of poverty" and "equitable access to health." Since 2011, the ACTION Global Health Advocacy Partnership has worked to mobilize international and domestic resources and effect policy change around: vaccines, child nutrition, and ending the tuberculosis (TB) epidemic, with a special focus on co-infection with HIV.

Build partnership between global south and north-south actors

The ACTION Secretariat is housed at RESULTS Educational Fund (REF) in the U.S. and partnership is unique in its South-North global makeup. Eleven independent organizations are spread across four high-burden countries (India, Kenya, Zambia, and South Africa) and six donor countries (the U.S., U.K., France, Australia, Japan, and Canada) and the European Union. In selecting partners, ACTION considered strategic factors; for example, India has the highest burden of TB, while Kenya has high co-infection rates with HIV and considerable geopolitical influence in the region. John Paul Fawcett, Director for Global Policy and Advocacy at RESULTS, additionally highlighted the need for experienced advocates: "You don't necessarily go find the issue experts if you're trying to form an advocacy campaign, you go find the best advocates."

"Can you take a step back and agree on a larger principle?"

Mandy Slutsker
Senior Associate [TB, Global Fund],
ACTION Secretariat

Complete alignment is not needed to foster a healthy partnership

The ACTION partnership has learned that in fostering a healthy partnership, it has been extremely valuable to invest in face-to-face time and in-person meetings. "Nothing rivals the power of meeting face-to-face," said Kate Goertzen, Senior Associate (Nutrition), ACTION Secretariat. Additionally, they recognize the tensions that arise when partners have competing interests or opinions. Mandy Slutsker, Senior Associate (TB, Global Fund), ACTION Secretariat, suggested a partnership does not have to agree on everything and that, in some cases, opposing views may not necessarily derail a functioning partnership: "If you're talking about a specific issue, can you take a step back and agree on a larger principle?"

Cultivate champions and train them in how to talk about the issue

The ACTION Partnership primarily targets governments and bilateral and multilateral development agencies and uses a variety of communication approaches, including editorials, press releases, letters and calls to policymakers, and meetings with representatives. Working closely and, in fact, “finding partners within governments or targets is key to moving any issue along,” according to Allison Grossman, Senior Legislative Associate at RESULTS. ACTION partners cultivate media “champions” at the international, national, and local levels within the partnership’s focus areas and provide training for these spokespeople to learn how to talk about the issues with specific audiences.

What Can The Global ECD Community Learn From Global and National Advocacy Initiatives?

This review has illustrated how national and global advocacy efforts can successfully convene players and achieve change around a particular issue. The six advocacy initiatives included in this review emphasize the following defining features that should be considered as players in the ECD field consider advancing global advocacy around early childhood.

Features	Pre-K Now	7 is Too Late	SUN Movement	PMNCH	1,000 Days	ACTION
Selects a sharp policy focus for a campaign with clear, specific asks	✓	✓				
Partners with ...						
• Diverse group of stakeholders	✓	✓	✓	✓	✓	✓
• Non-traditional actors	✓	✓			✓	
• Global/local champions					✓	✓
Makes evidence accessible to mobilize resources and track progress	✓	✓	✓	✓	✓	✓
Promotes a common narrative or agrees on the right technical approach	✓	✓	✓	✓	✓	✓
Emphasizes country-level engagement			✓	✓	✓	✓
Centers the partnership in the Global South			✓			✓

Strategically design a national campaign with clear, specific, and actionable asks

A campaign needs to have clear, specific, and actionable asks around a sharp policy focus that is ripe for movement. Both ECE campaigns were initiated within a political environment apt for policy change where policymakers were ready to listen, demonstrating that a certain enabling context is an essential ingredient to gain traction. And, in both cases, those leading the campaign selected a narrower issue within the broader early childhood space. Pre-K Now focused on quality pre-kindergarten for 3- and 4-year olds, while 7 is Too Late targeted access to pre-primary. And, when the ultimate goal can appear daunting – such as Pre-K Now’s goal of universal, quality preschool for all 3- and 4-year olds across the United States – a campaign should highlight intermediate goals. Pre-K Now carefully publicized intermediate measures of success, such as increased enrollment rates, the number of states meeting established quality benchmarks, and new state legislation.

Partner with diverse stakeholders, non-traditional actors, and champions

Identifying and engaging the right partners is an essential part of developing an effective campaign, especially at the national and local levels. The SUN movement, PMNCH, the ACTION Global Health Advocacy Partnership, and 1,000 Days partnership all exhibit benefits of a diverse set of international stakeholders coming together around a common cause. Those with large constituencies – such as SUN, PMNCH, and 1,000 Days – can count multilateral donors, national governments, civil society and NGOs, the private sector, and academia among their various partners. It is equally important to engage these groups in any early childhood movement. For example, a partnership or campaign will need to target and partner with ministers of finance and education; local businesses, service providers, and advocates; and researchers and those with local technical expertise. All of these various groups play an essential role in early childhood and should be engaged to some extent.

These case studies also identify the need to target the “unconverted,” or skeptics. To do so, a number

of campaigns and coalitions partnered with non-traditional stakeholders and brought on national or local champions to help carry the message to diverse audiences and across the political spectrum. Pre-K Now, labeling these actors “strange bedfellows,” made enormous progress by identifying, partnering with, and at times providing training and funding to business leaders, law enforcement, pediatricians, the military, the faith-based community, and journalists. In 7 is Too Late, AÇEV partnered with a range of players, including celebrities, economists, the private sector, and NGOs. Both national campaigns also emphasize the need to engage with experienced advocates, in addition to traditional issue and technical experts, who know how to simplify complex information and bring research into the advocacy space.

ACTION highlighted the advantage to working with experienced advocates in addition to traditional issue experts, and also provides training to spokespeople, or champions, to speak to certain issues at the local, national, or global level. 1,000 Days targets influential actors to serve as champions and collaborates with “unusual suspects,” such as more financially conservative politicians, to reach audiences across the political spectrum.

Make evidence accessible to mobilize funding, hold donors & countries accountable

Ensuring sustained funding from both domestic and international players is an essential component of long-term success, but can pose a significant ongoing challenge. Funders and country governments need concrete data and examples to make the case for investing. For example, while the nutrition movement has successful cases of scalable breastfeeding interventions to share with funders, there are few examples of stunting reduction at scale to improve advocacy in this field. In the case of ECD, illustrations of scalable ECE models in resource-constrained contexts are needed.

The SUN Movement’s increased efforts in tracking domestic and external nutrition financing, as well as their impact, have been an effective strategy for resource mobilization. A new SUN Community of Practice was recently established to support

SUN countries in costing national nutrition plans, tracking nutrition allocations in national budgets, and mobilizing resources. Similarly, the ACTION partnership publishes a Donor Immunization Record that tracks donor countries' financial commitments and deliveries on those pledges in the form of a report card, holding various donors accountable in a very accessible format. For Pre-K Now, Pew invested in strategic communication and research efforts to strengthen the case for investing in pre-kindergarten and provide digestible information to key decision makers through a range of media formats. Pew even helped establish a major research institution, the National Institute for Early Education Research (NIEER).

Promote a common narrative or technical approach

When bringing together numerous, diverse stakeholders to effect change around a complex issue, it is critical to unite behind a common goal or voice. The SUN Movement and 1,000 Days have both helped to coordinate messaging around nutrition. While each member country works to improve nutrition domestically, all SUN countries share an aligned strategic approach around scaling interventions and implementing strategies. PMNCH, in collaboration with other experts, published a study around agreed interventions to reduce maternal, newborn, and child mortality that can be of use to policymakers. ACTION highlighted the need to take a step back and agree on the overall principle of the partnership when disagreement does occur. The ECD community is comprised of various voices and uniting over something as fundamental as the language and terminology around early childhood is a critical step to move advocacy forward. The ECD community must also agree on priorities so that donors and governments can be targeted with a single, clear message.

Engage at the country level and build a partnership between global south & north

Local organizations and governments are important to involve in the advocacy process and should be engaged from the onset of a campaign, coalition

or other advocacy effort. The ACTION Global Health Advocacy Partnership, while housed within a US-based Secretariat, collaborates across 11 independent organizations within both more developed, donor countries as well as high burden countries. The SUN Movement is centered around its 55 member countries in the Global South with each country working to establish nutrition goals and monitoring processes, though members work together across countries within the five SUN networks (for countries, civil society, business, donors, and UN organizations).

Conclusion

As the global early childhood community debates how to develop a more coordinated advocacy movement, it can draw on these valuable lessons from successful international partnerships in the allied fields of health and nutrition as well as specific national early learning campaigns. Next steps could include:

- **Seizing a global opportunity**, such as the upcoming launch of SDG 4.2, to introduce a global ECD campaign or partnership. The ECD community would need to step out of its comfort zone to engage with new players, such as businesses, and be clear about how to operationalize its goal. To promote a common narrative and make the most of this opportunity, ECD experts need to come together to identify scalable ECE models that are proven to work in low-income contexts.
- **Build on existing national efforts**, such as Ilifa Labantwana in South Africa,⁶ to engage at the country level as well as facilitate South-South learning opportunities and demonstrate evidence-based ECE solutions.
- **Engage champions, non-traditional stakeholders, and experienced advocates** to effectively communicate to decision-makers.

⁶ <http://lilalabantwana.co.za/>

Acknowledgements

Results for Development Institute (R4D) would like to thank the following individuals for their time and insights which were critical in the development of this study. Interviews were conducted by Results for Development Institute from May-June 2015.

- Claire Blanchard (Civil Society Network Coordinator, SUN)
- John Paul Fawcett (Director for Global Policy & Advocacy, RESULTS)
- Cara Flowers (Lead on Civil Society Network Social Mobilization Advocacy and Communications, SUN)
- Kate Goertzen (Senior Associate, RESULTS Educational Fund/ACTION)
- Ayla Göksel (CEO, AÇEV)
- Allison Grossman (Senior Legislative Associate, RESULTS/RESULTS Educational Fund)
- Vaibhav Gupta (Technical Officer, PMNCH Secretariat)
- Edwyn Shiell (Policy and Strategy Advisor- Advocacy and Communication, SUN Secretariat)
- Mandy Slutsker (Senior Associate, RESULTS Educational Fund/ACTION)
- Lucy Martinez Sullivan (Executive Director, 1,000 Days)
- Susan Urahn (Executive Vice President, Pew Charitable Trusts)

R4D would like to thank the Children's Investment Fund Foundation (CIFF) for supporting this study.

This study, commissioned by the Children's Investment Fund Foundation (CIFF), was authored by Kimberly Josephson and Rebecca Sayre, as part of a team at R4D led by Michelle Neuman. Nicholas Burnett, Kavita Hatipoglu, Fatine Guedira, Maxwell Gollin and Joan Lombardi provided guidance and inputs. For more information, please contact Michelle Neuman at mneuman@r4d.org.

Annex A: A Review of Global and National Advocacy Initiatives

Initiative	Mission/Aim	Sector	Geographic Reach	Approach	Structure & Governance	Impact & Achievements	Years
7 is Too Late*	Raise public awareness on the importance of early childhood education and increase government response; influence change in education policy; make preschool education universal	Early Childhood Education	Turkey	Influencing policy; Raising public awareness; Engaging champions	Led by ACEV Foundation. Partners include various NGOs, foundations, and the Ministry of Education	40 million people exposed to media coverage; preschool education made mandatory and universal in 57 of 81 provinces in 2011; enrollment grew from 19% in 2005 to 67% in 2012	2005-2012
Best Start Campaign	Raise awareness and understanding of the importance of ECD and urge government to increase investment in young children	Early Childhood Development	Thailand	Raising public awareness; Engaging champions;	Led by UNICEF Thailand	Launched campaign in February 2015; recruited 6 local celebrities to serve as campaign ambassadors; petitioned Thai government for increased investment in early childhood development	2015-Present
Born Learning – United Way	"Inspire everyone who impacts young children to make the best possible decisions to boost school readiness"	Early Childhood Development	U.S. national initiative with locally-based campaigns	Building partnerships; Raising public awareness	Partnership between United Way of World Wide, Ad Council, Civitas, and Families and Work Institute (FWI)	600+ United Ways and partner organizations have used Born Learning's materials with parents, families and caregivers; 90+ Born Learning Academies launched in Kentucky and 98% of parents reported using the concepts in their daily lives	2005-Present
Business for Early Childhood Development Taskforce (Biz4ECD)	Increased private business investment in young children through collective efforts to influence global, country, and company dialogue, policies, and practice	Early Childhood Development	Global	Mobilizing resources; Building partnerships	Co-Convened with GBC-Education and Center for Universal Education at Brookings; Chaired by LEGO Education and Oando Foundation. Partners include donor agencies, NGOs and business leaders	Hosted webinar on business engagement in ECD	2014-Present

Initiative	Mission/Aim	Sector	Geographic Reach	Approach	Structure & Governance	Impact & Achievements	Years
De Cero a Siempre (From Zero to Forever)	Support national strategy for early childhood policies, programs, projects, and services to guarantee the right to comprehensive care for all children between 0 and 5	Early Childhood Development	Colombia	Engaging champions; Raising public awareness; Building partnerships	Led by Government of Colombia and coordinated by multi-sectoral commission. Partners include UNICEF, Discovery Channel, local municipal governments, and various foundations and embassies.	From 2010 to 2012, De Cero a Siempre increased the enrollment of children in quality ECE programs from 566,429 to 739,831, and aims to reach 1.2 million children by 2014. The program also reached more than 1 million younger children through early childhood care and nutrition programs.	2010-present
Early Childhood Campaign (Global Campaign for Education)	Calls on global leaders to ensure ECE for every child	Early Childhood Care and Education	Global (focused on developing countries)	Engaging champions, Influencing policy	Housed within larger Global Campaign for Education, governed by members through World Assembly and elected board. Includes members from over 80 countries.	Published Rights from the Start report	2014-present
Pre-K Now*	"Advance high-quality, voluntary pre-kindergarten for all three- and four-year olds"	Early Childhood Education	United States	Mobilizing resources; Influencing policy	Campaign housed at Pew-Charitable Trusts and funded by major ECD foundations; Partnered with 30+ national organizations	State funding doubled to \$5.1 billion in 2012; Enrollment in state Pre-K programs grew by 450,000; From 2002 to 2010 the number of states meeting 8 of 10 NIEER quality benchmarks increased from 5 to 23 and the District of Columbia	2001 - 2011
ReadyNation	Strengthen business through better policies for children and youth	Education/ Early Childhood Education	United States, Peru, Netherlands, Uganda	Mobilizing resources; Influencing policy	A US-based organization and member of the Council for a Strong America. Membership includes former and current CEOs of major multi-national corporations such as Proctor & Gamble; staff is divided into individual state offices and a national office. Includes a CEO Task Force on Early Childhood and an Advisory Board that oversees strategy and serves as a public face for the project.	Hosts an annual global business summit on ECD (previously national business summits) and webinars with experts in the field; sent an open letter in March 2015 with signatures from more than 50 business leaders worldwide to encourage the UN to prioritize ECD in the Sustainable Development Goals	2006-present

Initiative	Mission/Aim	Sector	Geographic Reach	Approach	Structure & Governance	Impact & Achievements	Years
1,000 Days*	"Promote targeted action and investment to improve nutrition for mothers and young children during the critical 1,000 days from pregnancy to age 2"	Nutrition	Global	Mobilizing resources; Influencing policy	80+ partner organizations across various sectors; housed at InterAction; A coalition of US-based international relief and development organizations, GAIN, and the US Department of State	Helped launch the first Global Nutrition Report; advocated for USAID's Multi-Sectoral Nutrition Strategy 2014-2025.	2011 - present
A World at School	"Magnifying the efforts of all organizations working to get all children into school and learning"	Education	Global	Engaging champions; Influencing policy; Building partnerships	Initiative from UK Charity TheirWorld; 250 organizations and Network of 500 Global Youth Ambassadors in 85 countries. Offices in London, New York, Los Angeles, and DC. Funded by Dubai Cares, Dangote, the Good Planet Foundation, and Sarah Brown.	A World At School has created scorecards for countries to see who was on target to reach MDG 2 and raise awareness in an easily digestible manner. Helped to convene the first ever youth takeover of the United Nations on "Malala Day"	2013-present
AIDS Coalition to Unleash Power (ACT UP)	"ACT UP is a diverse, nonpartisan group of individuals committed to direct action to end the AIDS crisis."	Health	Global, founded in New York City	Raising public awareness; Influencing policy	Grassroots activist organization and leaderless network. Also includes "affinity groups" within committees that focus on specific advocacy issues.	Organized major protests and demonstrations against Wall Street pharmaceutical companies, the FDA, the CDC, the NIH, Health insurance companies, and more. Among other impacts, protests led to FDA accelerating AIDS drug approval and reduced cost for AIDS medication.	1987-present
ACTION Global Health Advocacy Partnership*	"Influence policy and mobilize resources to fight diseases of poverty and achieve equitable access to health"	Health, Nutrition	Global	Mobilizing resources; Influencing policy; Raising public awareness	11 independent partners organizations across donor countries, high-burden contexts, and the EU; housed at RESULTS Educational Fund in the US	Generated US\$16.5 billion for the Global Fund to Fight AIDS, TB, and Malaria; \$5 billion for Gavi the Vaccine Alliance; and \$3 billion for nutrition; helped launch the 2013 Nutrition for Growth Summit.	2004-present

Initiative	Mission/Aim	Sector	Geographic Reach	Approach	Structure & Governance	Impact & Achievements	Years
Count Every Child	Works with partners to tackle low rates of birth registration so that every child has a birth certificate.	Social Protection	Global	Raising public awareness; Influencing policy; Engaging champions	Housed at Plan International. Launched at the UN with Desmond Tutu. UNICEF provides technical assistance to local and national governments that implement the programs.	Has registered 40 million children in 36 developing countries and influenced policy in 10 countries, giving 153 million more children the right to a birth certificate.	2005-2009
Deworm the World Initiative	"Eliminate the public health threat of worms through school-based mass deworming programs"	Health	Kenya, India, Ethiopia, Vietnam	Mobilizing resources; Research and Knowledge Management	Housed at Evidence Action; Leads coalitions of organizations including partners at the END Fund, the Bill & Melinda Gates Foundation, Dubai Cares, the World Bank, the London School of Hygiene and Tropical Medicine, and CIFF.	Over 72 million children dewormed in India between 2011 and 2014; Over 12 million children in Kenya dewormed between 2009 and 2012.	2007-present
Every Woman Every Child	Puts into action Global Strategy for Women's and Children's Health	Health	Global	Building partnerships; Influencing policy; Mobilizing resources	Led by Office of UN Secretary General; Consists of over 300 members, including governments, NGOs, foundations, businesses, CSOs, multilateral organizations, academics, and healthcare workers.	Improved coordination among multilateral donors; 2.4 million deaths of women and children have been averted since 2010 in the 49 focus countries of the Global Strategy.	2010-present
GAVI Alliance	"Saving children's lives and protecting people's health by increasing access to immunisation in poor countries"	Health	Global	Mobilizing resources; Influencing policy	International organization brings together UN agencies, governments, the vaccine industry, private sector and civil society. Main partners are the Bill and Melinda Gates Foundations, the WHO, UNICEF, and the World Bank; Secretariat housed in Geneva	By December 2014, US\$9.6 billion in program support had been committed to the world's poorest countries until 2020. Since launch in 2000, has averted 7 million deaths and immunized 500 million children.	2000 - present

Initiative	Mission/Aim	Sector	Geographic Reach	Approach	Structure & Governance	Impact & Achievements	Years
Global Fund to Fight AIDS, Tuberculosis, & Malaria	"Attract, manage and disburse additional resources to make a sustainable and significant contribution in the fight against AIDS, tuberculosis and malaria in countries in need, and contributing to poverty reduction as part of the MDGs"	Health	Global	Mobilizing resources; Building partnerships	International organization; board represented by donor and recipient governments, NGOs, private sector, affected communities. Also includes independent Inspector General, Secretariat in charge of directing, Technical Review Panel to review proposals. In-country structure includes Country Coordinating Mechanism, Implementers, and Local Fund Agents.	"Programs supported by the Global Fund, as of December 2014, have 7.3 million people on antiretroviral therapy for AIDS, have tested and treated 12.3 million people for TB, and have distributed 450 million insecticide-treated nets to protect families against malaria"	2002-present
ONE Campaign	To end extreme poverty and preventable diseases	Health	Global	Mobilizing resources; Engaging champions; Raising public awareness	2 nonprofits (ONE Campaign raises public awareness and educates policymakers, and ONE Action does grassroots advocacy); Board of 19 members with various operational committees and a leadership team that directs strategy; Africa Policy Advisory Board provides counsel; Funded by foundations, private donors, and corporations. Co-founded by Bono.	Assisted in securing US\$95 billion in debt relief for poor countries over the past decade. Helping to develop, pass and secure funding for AIDS initiatives (i.e. PEPFAR, Global Fund), helping to pass legislation in the US and EU to require better transparency in the oil, gas, and mining industries to fight corruption and ensure that resources benefit the poorest.	2004-present

Initiative	Mission/Aim	Sector	Geographic Reach	Approach	Structure & Governance	Impact & Achievements	Years
Partnership for Maternal, Newborn, & Child Health (PMNCH)*	Supporting partners to align their strategic directions and catalyze collective action to achieve universal access to comprehensive, high-quality reproductive, maternal, newborn and child health care	Health	Global	Building partnerships; Research and Knowledge Management; Influencing policy	680+ members from 7 constituencies; Board represents multiple constituencies with permanent seats held by WHO, UNFPA, UNICEF, World Bank; Secretariat hosted by WHO; Aided by advisory/work groups. Structure merged from 3 alliances between WHO, Save the Children and UNICEF.	Harmonized core global messages around maternal and child health; supported specific campaigns; improved resources and results in maternal and child health within the last decade	2005-present
Scaling Up Nutrition (SUN) Movement*	To eliminate all forms of malnutrition by: "Rapid scaling up of specific nutrition interventions of proven effectiveness, and implementation of sectoral strategies that are nutrition-sensitive"	Nutrition	Global	Building partnerships; Research and Knowledge Management; Engaging champions; Influencing policy	15-person secretariat plays a networking role; Lead Group with 27 members appointed by UN Secretary General; SUN consists of 5 member networks: Donor, Business, UN, Civil Society, and Country	Increased political leadership, investments, and multi-sector alignment. Since its founding, added 55 member countries to the movement.	2010-present
UN Girls' Education Initiative (UNGEI)	"A world where all girls and boys are empowered through quality education to realize their full potential and contribute to transforming societies where gender equality becomes a reality."	Education	Global	Influencing policy; Building Partnerships; Raising public awareness	Partnership of UN, donor agencies, financial institutions, private sector, and civil society. Housed at UNICEF with a Global Advisory Committee (GAC), Lead Agency, Secretariat, and Steering Committee. UNICEF staff serve as Regional Focal Points and facilitate country-level interventions.	Launched in 2000 by the UN Secretary General at the World Education Forum; Hosted E4 (Engendering Empowerment: Education and Equality) conferences in 2010 and South Asia UNGEI Regional Consultation on Young Champions in 2009. Promotes policies worldwide for girls' education and gender equality and facilitates spread of best practices and partnership.	2000-present

Allied Fields

*Included as case studies

References

- 1,000 Days partnership. (2013). *Change a life, change the future: 1,000 Days partnership progress report*. Retrieved from <http://thousanddays.org/wp-content/uploads/2013/06/1000-Days-Brochure-Web.pdf>
- 1,000 Days partnership. (n.d.). [Infographic]. *The power of the first 1,000 days*. Retrieved from <http://www.thousanddays.org/resource/the-power-of-the-first-1000-days-infographic/>
- 1,000 Days partnership. (n.d.). [Infographic]. *What causes maternal and child malnutrition?* Retrieved from <http://www.thousanddays.org/resource/infographic-what-causes-maternal-and-child-malnutrition/>
- 1,000 Days partnership. (n.d.). *In 1,000 days, we can change the future*. Retrieved from <http://thousanddays.org/wp-content/uploads/2013/06/1000-Days-About-Us-Refresh-final.pdf>
- A World at School. (n.d.). *Who we are*. Retrieved from <http://www.aworldatschool.org/about-us> Born Learning. (n.d.). *About us*. Retrieved from <http://www.bornlearning.org/about-us>
- ACT UP. (2009). *ACT UP accomplishments and partial chronology*. Retrieved from <http://actupny.com/actions/index.php/the-community>
- ACTION Secretariat. (2013). *Donor Immunization Record*. Retrieved from <http://www.action.org/documents/ACTION-DonorImmunizationRecord-WEB.pdf>
- ACTION Secretariat. (2014). *Ending preventable child deaths in our lifetime: 5 reasons to invest in child health*. Retrieved from http://www.action.org/documents/FINAL_Child_Health_Brieflores.pdf
- Advocacy to Control Tuberculosis Internationally (ACTION) Project. (2007). *Best practices for advocacy: A dozen tactics, tools & strategies*. Retrieved from http://www.action.org/documents/ACTION_Best_Practices_Guide_small.pdf
- Cody, C. (2009). *Count every child: The right to birth registration*. Woking, UK: Plan Ltd. Retrieved from <https://plan-international.org/about-plan/resources/publications/campaigns/count-every-child/>
- Comisión Intersectorial de Primera Infancia. (2013). *Estrategia de atención integral a la primera infancia*. Retrieved from <http://www.deceroasiempre.gov.co/Paginas/deCeroaSiempre.aspx>
- Every Woman Every Child. (n.d.). *Every woman every child*. Retrieved from <http://www.everywomaneverychild.org>
- Evidence Action. (n.d.). *Deworm the World Initiative*. Retrieved from <http://www.evidenceaction.org/dewormtheworld>
- Gavi The Vaccine Alliance. (n.d.). *Gavi The Vaccine Alliance*. Retrieved from <http://www.gavi.org/>
- The Global Fund. (n.d.). *The Global Fund*. Retrieved from <http://www.theglobalfund.org/>
- Göksel, A. (2013). *7 is Too Late: Advocating for early childhood education in Turkey* (ISSA Advocacy Meeting, November 3, 2013).
- Gustafsson-Wright, E. (2014). *Why businesses should see early childhood development as a smart investment*. Retrieved from <http://www.brookings.edu/blogs/education-plus-development/posts/2014/04/11-business-early-childhood-development-gustafsson-wright>
- International Food Policy Research Institute. (2014). *Global Nutrition Report 2014: Actions and accountability to accelerate the world's progress on nutrition*. Washington, DC. Retrieved from: <http://globalnutritionreport.org/the-report/>
- Kaytaz, M. (2005). *A cost-benefit analysis of preschool education in Turkey*. Mother Child Education Foundation (AÇEV).
- Kelleher, M. (2011, October 4). Pre-K Now wraps up work after decade of advocacy. *Education Week*, 31 (6), 8. Retrieved from <http://www.edweek.org/ew/articles/2011/10/05/06pre-k.h31.html>

- Knowhow Nonprofit. *What is Campaigning?* Retrieved from: <http://knowhownonprofit.org/campaigns/campaigning/about-campaigning-and-lobbying/whatis>
- Mokoro Ltd. (2014). *Independent comprehensive evaluation of the Scaling Up Nutrition Movement: Discussion paper – future options for the SUN movement*. Oxford: Mokoro Ltd. Retrieved from: <http://scalingupnutrition.org/resources-archive/independent-comprehensive-evaluation>
- Muñoz, V. (2012). *Rights from the start: Early childhood education and care*. Global Campaign for Education. Retrieved from <http://www.eurochild.org/policy/library-details/article/global-campaign-for-education-rights-from-the-start-early-childhood-care-and-education/>
- ONE. (n.d.). *About ONE*. Retrieved from <http://www.one.org/international/about/>
- Pact Tanzania. (n.d.) Advocacy Expert Series: Building and Maintaining Networks and Coalitions. Retrieved from http://pdf.usaid.gov/pdf_docs/pnadh526.pdf
- Partnership for Maternal, Newborn & Child Health (PMNCH). (2011). *A global review of the key interventions related to reproductive, maternal, newborn and child health (RMNCH)*. Geneva, Switzerland: PMNCH. Retrieved from: http://www.who.int/pmnch/topics/part_publications/essential_interventions_18_01_2012.pdf
- Pew Center on the States. (2011). *Transforming public education: Pathway to a Pre-K-12 Future*. Retrieved from http://pewtrusts.org/~/media/legacy/uploadedfiles/pes_assets/2011/PewPreKTransformingPublicEducation.pdf
- The Pew Charitable Trusts. (n.d.). *Expanding pre-k education: An evaluation of Pew's pre-kindergarten initiative*. Retrieved from <http://www.pewtrusts.org/en/approach/lessons-learned/expanding-prek-education>
- PMNCH. (2014). *2014 Workplan and budget*. Retrieved from http://www.who.int/pmnch/about/strategy/workplan_2014.pdf
- PMNCH. (n.d.). *Knowledge Centre*. Retrieved from http://www.waikato.ac.nz/__data/assets/pdf_file/0014/236120/APA-Quick-Guide-6th.pdf
- PMNCH. (n.d.). *PMNCH Funders*. Retrieved from <http://www.who.int/pmnch/about/funders/en/>
- PWC (2014). *External evaluation of the Partnership for Maternal, Newborn and Child Health: Final Report*. Geneva: PricewaterhouseCoopers. Retrieved from: <http://www.who.int/pmnch/about/strategy/evaluation.pdf>
- ReadyNation. (n.d.). *Overview & mission*. Retrieved from <http://www.readynation.org/about-us/overview-mission/>
- RESULTS and RESULTS Educational Fund. (2014). *2013: Annual report*. Retrieved from http://www.results.org/uploads/files/2013_Annual_Report.pdf
- Schulman, S. (2003). *ACT UP oral history project: Interview of Larry Kramer*. Retrieved from <http://www.actuporalhistory.org/interviews/images/kramer.pdf>
- Schulman, S. (2003). *ACT UP oral history project: Interview of Jean Carlomusto*. Retrieved from <http://www.actuporalhistory.org/interviews/images/carlomusto.pdf>
- Scaling Up Nutrition (SUN) Movement. (2014). *Scaling Up Nutrition: In Practice, Issue 1 – Effectively engaging multiple stakeholders*. Retrieved from <http://scalingupnutrition.org/wp-content/uploads/2014/03/Sun-in-Practice-issue-1.pdf>
- Smith, F. & Göksel, A. (2007). Planning for success: Advocacy as process in Turkey's Mother Child Education Foundation (AÇEV). *The Coordinator's Notebook*, No. 29, 46-49. Retrieved from http://ecdgroup.com/docs/lib_005322111.pdf
- SUN Movement. (2014). *Scaling Up Nutrition: In Practice, Issue 3 – Social mobilization, advocacy, and communication for nutrition*. Retrieved from http://scalingupnutrition.org/wp-content/uploads/2014/09/Green_External_InPractice_no03_ENG_20140904_web_pages.pdf

SUN Movement. (2012). *Scaling up Nutrition Movement (SUN) strategy [2012-2015]*. Retrieved from <http://scalingupnutrition.org/wp-content/uploads/2012/10/SUN-MOVEMENT-STRATEGY-ENG.pdf>

SUN Secretariat. (n.d.). *Support to the Scaling-up Nutrition (SUN) Movement Secretariat: Provisional financial report 1 January 2014 – 31 December 2014*. Retrieved from http://scalingupnutrition.org/wp-content/uploads/2013/02/150126_SMS-2014-Provisional-Financial-Report_all-donors3.pdf

UNICEF Thailand. (2015). *UNICEF and partners launch the "Best Start" campaign to call for increased investment in early childhood development*. Retrieved from http://www.unicef.org/thailand/media_23536.html

United Nations Girls' Education Initiative (UNGEI). (2014). *Annual Report 2013*. New York: UNICEF. Retrieved from http://www.ungei.org/resources/files/UNGEI_Annual_Report_FINAL_Compressed.pdf

United Nations Secretary-General. (2010). *The global strategy for women's and children's health*. New York, United Nations: The Partnership for Maternal, Newborn and Child Health. Retrieved from http://www.who.int/pmnch/topics/maternal/20100914_gswch_en.pdf?ua=1

UN Renewed Efforts Against Child Hunger (UN REACH), EU, DFATD Canada, DFID, USAID, & World Bank. (2014). *Undernutrition in Bangladesh: A Common Narrative*. Retrieved from: http://scalingupnutrition.org/wp-content/uploads/2014/06/Common-Narrative_BANGLADESH-Final.pdf

Watson, S. (2010). *The right policy at the right time: The Pew pre-kindergarten campaign*. Retrieved from Pew Center on the States: http://pewtrusts.org/~media/legacy/uploadedfiles/pcs_assets/2010/PEWPkN2010RightPolicypdf.pdf

World Health Organization (WHO). (2014). *Every Newborn: An action plan to end preventable deaths*. Geneva, Switzerland: WHO. Retrieved from http://apps.who.int/iris/bitstream/10665/127938/1/9789241507448_eng.pdf

WHO. (2014). *Global Nutrition Targets 2025: Policy brief series*. Retrieved from http://apps.who.int/iris/bitstream/10665/149018/1/WHO_NMH_NHD_14.2_eng.pdf?ua=1

WHO. (2015). *Global strategy for women's, children's and adolescents' health (Zero draft for consultation)*. Geneva, Switzerland: WHO. Retrieved from http://everywomaneverychild.org/images/Global-Strategy_Zero-Draft_FINAL_5-May-2015_copy.pdf



**RESULTS FOR
DEVELOPMENT**

1111 19th Street, N.W., Suite 700
Washington, DC 20036
Tel: (202) 470.5711 | Fax: (202) 470.5712
info@r4d.org | www.r4d.org
